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The Brookings Institution

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Advanced Study Program

August 16, 1972

Mr. Hugh T. Cunningham
Director of Training
Central Intelligence Agency
Washington, D. C. 20505

Dear Mr. Cunningham:

In response to your recent letter nominating CIA officials for participation in our 1972-73 educational programs, we are pleased to make the following selections for our early fall programs:

Conference for Science Executives, September 17-22

25X1A



Conference for Management and Program Executives, October 1-13

25X1A



Conference on Business in Contemporary Society, September 24-29

25X1A

*Course
was
canceled.*



The selection process for all of the 1972-73 programs has not yet been completed. We are notifying you promptly for these early fall programs so that you can notify your officials and they can arrange their schedules. Notifications of acceptances for the remainder of the 1972-73 programs will be sent to you by October 1. If you have any questions about these early selections, please contact Mrs. Littell of my staff.

We look forward to having these officials participate in these meetings. They will soon be receiving background readings and program information from the chairmen of these conferences.

Sincerely,

James M. Mitchell

James M. Mitchell
Director

The Brookings Institution



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Advanced Study Program

June 1972

MEMORANDUM

TO: Past Participants in Brookings Programs for Federal Executives

FROM: James M. Mitchell, Director, Advanced Study Program

SUBJECT: Announcement of 1972-73 Educational Programs for Federal Executives

Enclosed is a copy of our annual brochure announcing selected educational programs which the Advanced Study Program will conduct for Federal executives during 1972-73. Kermit Gordon, President of Brookings, has recently sent this announcement to all Federal departments and agencies inviting their participation.

The brochure gives complete information on the Conferences for Management and Program Executives, the Conferences on Business Operations (renamed Conferences on Business in Contemporary Society), and the Conferences for Science Executives. During the year, special conferences will be scheduled which will focus on specific public policy problems in selected disciplines and these will be announced to all Federal departments and agencies 2-3 months prior to the conference dates.

We do not plan to conduct special seminars for alumni of Brookings programs during 1972-73, but would be pleased to have you participate in any of the regular programs. For those who might wish to attend the same program for the second time, we ask that two years have lapsed since your initial attendance. There is no time limitation for alumni of the Conferences on Business Operations, but we do request that a different city be selected.

I hope that your department or agency will be well-represented in our conferences during the coming year and that you personally may be able to attend one of these programs. We would appreciate it if you would call these programs to the attention of your colleagues who have not yet participated.

CPYRGHT

Selected Brookings Educational Programs for Federal Executives 1972-73

*for management and
program executives*

*on business
in contemporary society*

for science executives

*new dimensions
in executive education . . .*

to give government leaders a heightened awareness
of the national and international environment in
which public policy issues are defined and resolved



THE BROOKINGS INSTITUTION
A National Center for Advanced Study
Washington, D.C.

CPYRGHT

The Brookings Institution's educational programs for government executives are undertaken in cooperation with federal departments and agencies, academic organizations, and business corporations by the Institution's Advanced Study Program, directed by James M. Mitchell. A substantial portion of the programs offered are designed to give federal executives opportunities to gain increased understanding of significant public policy issues. Others provide neutral forums where government and business leaders can meet to explore the respective roles of government and business in contemporary society. The programs which the Institution offers for 1972-73 are a continuation of these unique efforts in leadership education.

Executive Education: The "Conceptual Dimension"

As evidenced by recent directives on executive development, the federal government is becoming increasingly aware of the need for more professional growth for its key executives. It is widely accepted that such growth is crucial to accommodate to the changing policies that are a necessary response to our dynamic society. In addition to technical, administrative, and human relations skills, today's federal executive must be proficient in conceptual skills—the least understood but most important area of growth for an executive. Conceptual growth deals with the executive's ability to understand the forces affecting his/her environment. Such knowledge is a vital ingredient in comprehending the interrelationships of federal programs and societal needs. It is essential in establishing objectives for and evaluating the results of government programs. The Advanced Study Program's conferences contribute to the conceptual growth of key federal executives by providing enhanced understanding of the total environment in which they are challenged to operate.

Requests for information and nomination forms should be addressed to:

Barbara Littell Staff Associate
Advanced Study Program
The Brookings Institution
1775 Massachusetts Avenue, N.W.
Washington, D.C. 20036
Telephone 202: 483-8919

Six two-week conferences for senior government management and program executives will be conducted during 1972-73. Five conferences will be conducted in Williamsburg or Virginia Beach, Virginia; one will be held in the Denver/Colorado Springs area. They will provide opportunities for stimulating study, analysis and discussion of major issues in public policy. Emphasis will be on the fundamental political, social, and economic factors that affect these issues and their resolution.

Each participant group will comprise individuals who occupy positions of leadership in their respective governmental organizations. Participants will be encouraged to share and critically examine their ideas and experiences on the subjects under examination. Resource leaders from leading academic institutions, government, and various elements in the private sector of society will serve principally as catalysts for each participant group, providing essential information, opening important issues and advancing new perspectives. Seminars will be informal and off the record in order to maximize the interchange of information and ideas. Conferences will be held on the following dates:

October 1-13, 1972
December 3-15, 1972
January 14-26, 1973
February 18 - March 2, 1973
April 1-13, 1973
May 13-25, 1973 (Colorado)

The conference fee is \$800 and covers tuition, reading materials, and related educational costs. Excluded are American Plan hotel costs and travel to and from the conference location. Nominees should be in grades GS-16 to GS-18, or equivalent. GS-15's will be considered on an exception basis.

SAMPLE PROGRAM: Management and Program Executives Conference

February 6-18, 1972
(Partial Listing)

The Return of Mr. Jefferson
Dumas Malone
University of Virginia

**The Court, the Constitution
and Public Policy**
Victor Rosenblum
Northwestern University

Political Dynamics
Wallace S. Sayre
Columbia University

**Law and Justice in an Urban
Society**

J. Woodford Howard
Johns Hopkins University

New Policies for Urban Growth
Leo Molinaro
American City Corporation

**Congressional Influence in the
Political Processes**
Randall Ripley
Ohio State University

Government and the Press
Peter Lisagor
Chicago Daily News

Congressional-Executive Relations
Harvey Mansfield
Columbia University

The Current Economic Crisis
William Butler
Chase Manhattan Bank

**International Monetary Problems
and World Trade**
Robert Solomon
Federal Reserve Board

**Labor, Technology and
Public Policy**
Guy Tyler
International Ladies' Garment
Workers' Union

**Natural Dimensions of the
Environmental Crisis**
William Cooper
Michigan State University

**Science, Technology and
Social Change**
Everett Hagen
Massachusetts Institute of Technology

The State of Welfare
James R. Dumpson
Fordham University
Former Welfare Commissioner,
City of New York

U.S. Policy in Asia
Ralph Clough
The Brookings Institution

**The Behavioral Sciences and
Management**
Mason Haire
Massachusetts Institute of Technology

U.S. Policy in the Middle East
Richard Nolte
Institute for World Affairs

**The Congress and Foreign
Relations**
Francis O. Wilcox
Johns Hopkins University

CONFERENCE FOR

Business in

Contemporary Society

Five one-week conferences are held in selected cities in which the corporate offices of major U.S. business firms are located. The conferences are designed to broaden perspectives on the role of business in American society and on the international scene.

Senior government executives meet with the officers of nine or ten leading corporations to explore the philosophy and operations of the corporation, the development and execution of corporate policies, the responsibilities, motivations and outlook of corporate officials, and the impact of government on the private sector of the economy. Supplementing this first-hand exposure to the world of corporate management are occasional dinner sessions with thoughtful observers of economic, social and political trends in contemporary society.

Preparatory readings are a part of the program but the heart of the educational process is informal and frank discussion. Dates and locations of the 1972-73 conferences are as follows:

September 24-29, 1972
Minneapolis/St. Paul

December 3-8, 1972
Houston/New Orleans
(part of week in each city)

February 4-9, 1973
San Francisco

March 18-23, 1973
New York

May 6-11, 1973
St. Louis

The conference fee is \$450, and covers tuition, reading materials, group meals and related educational costs, excluding lodging and travel to and from the conference city. Nominees should be in grades GS-16 to GS-18, or equivalent. GS-15's will be considered on an exception basis.

SAMPLE PROGRAM:

Conference on Business In Contemporary Society

Pittsburgh, October 31 - November 5, 1971

Pittsburgh's Socio-Economic Setting

Jack A. Wolford, M.D.

Chief of Social Psychiatry
University of Pittsburgh

Allegheny Ludlum Industries

Economic, social and political forces for change in the steel industry

President Ahlbrandt and officers of the company

North American Rockwell Corporation

Corporate growth through acquisitions, internal development, and international expansion
Vice Presidents MacLeod, Henry and Kight

Koppers Company

Organizing for change
Chairman Byrom and top policy executives

Business and Community Development

John J. Grove, Allegheny
Conference on Community Development

Mellon National Bank and Trust Company

The challenge to commercial banking in supporting a viable financial system

President Higgins and senior bank officials

Westinghouse Electric Corporation

Shaping corporate strategies for a diversity of markets

Vice Chairman Evans and officers of the company

PPG Industries

Field trip to Harmarville Glass Research Center

Vice President Carpenter and research specialists

H. J. Heinz Company

Management development for world-wide company operations
President Gookin and senior executives

Gulf Oil Corporation

Production, diversification, nuclear power investments, and relationships with foreign governments

President Dorsey and senior corporate executives

American Labor in the Seventies

Joseph P. Maloney
United Steelworkers of America

Dravo Corporation

Public service roles of management, corporate growth and development, and government intervention in business

President Dickey and senior executives of the company

CONFERENCE FOR
Science Executives

Four six-day conferences for senior scientists, administrators of science programs, and engineering executives will be conducted in Williamsburg, Virginia, during 1972-73. These conferences will consider broad questions of the relationships of science and technology to public policy.

Each participant group is comprised of senior science executives, including the biological, engineering, mathematical, medical, physical and social sciences, from both government and business. The meetings provide an opportunity for these executives to meet in an educational setting—free of operational stresses—to reflect on and discuss national science policy and American society. Nationally prominent academicians and leaders from public and private life serve as speakers and resource persons. Each session is off the record and encourages an exchange of ideas drawing on participant knowledge and experience, analysis of background readings, and views of the speaker. Conferences will be held on the following dates:

September 17-22, 1972

November 12-17, 1972

January 7-12, 1973

March 25-30, 1973

The conference fee is \$450 and covers tuition, reading materials, and related educational costs. Excluded are American Plan hotel costs and travel to and from the conference location. Government nominees should be in Grades GS-16 to GS-18 or equivalent. GS-15's will be considered on an exception basis.

SAMPLE PROGRAM:

Conference for Science Executives on National Science Policy

March 26-31, 1972
(Partial Listing)

Government in a Free Society: Liberty and Order

Harold W. Chase
Professor of Political Science
University of Minnesota

Technology, Labor Trends, and Public Policy

Guy Tyler
Assistant President
International Ladies' Garment Workers' Union

Science and Technology for Society's Needs

Joel A. Snow
Deputy Assistant Director for Science and Technology
National Science Foundation

John S. Coleman
Executive Officer
National Academy of Sciences—National Research Council

Technology and National Security

Gus D. Dorrough, Jr.
Deputy Director, Research and Advanced Technology
Department of Defense

Man's Social and Economic Uses of Space

William Warntz
Professor of Theoretical Geography and Chairman, Department of Geography
University of Western Ontario, Canada

Science and Technology Policies and Issues: The Congress and Congressional Staff

Thomas Ratchford
Committee on Science and Astronautics
U.S. House of Representatives

James J. Gehrig
Committee on Aeronautical and Space Sciences, U.S. Senate

Government-Business-Universities and Science and Technology

J. Herbert Hollomon
Consultant to the President
Massachusetts Institute of Technology

Science Policies and Issues: Coordination of Science Programs

Hugh Loweth
Assistant Chief for General Science
Office of Management and Budget

Prospects for Survival of Man

John R. Platt
Professor of Physics
University of Michigan

The Environmental Crisis

William E. Cooper
Population Ecologist
Michigan State University

The Brookings Institution is a nonprofit organization devoted to research, education, and publication in economics, government, foreign policy, and the social sciences generally. In its research its role is that of independent analyst and critic, committed to publishing its findings for the information of the public. In its conferences and other activities, it serves as a bridge between scholarship and public policy, bringing new knowledge to the attention of decision makers and affording scholars a better insight into policy issues.

The Institution's Advanced Study Program is a unique educational organization devoted to leadership education in both the public and private sectors of society. Its origins date back to 1954 when Brookings asked a group of educators and government officials to determine how it might provide opportunities for top-level federal executives to explore public policy issues with individuals possessing special kinds of expertise. Following the successful completion of a series of experimental conferences at Williamsburg, Virginia, the Institution established a formal educational division in 1959. Over the past decade, the Advanced Study Program's activities have been expanded to include programs for members of Congress and their staffs, leaders from business, labor, the professions, and state and local governments.

Douglas Dillon Chairman, Board of Trustees

Kermit Gordon President

James M. Mitchell Director, Advanced Study Program

